

Best Practices in Web Management

APPENDIX 6. COMPILATION OF RESPONSES TO THE QUESTIONNAIRE

Web Management in the Federal Government

In Search of Best Practices

Instructions:

Please select with a "X" all the answers that apply to each question.
Using a 5-point scale, please use the right columns to evaluate the effectiveness, importance, and difficulty of each Web practice.

5=Completely; 4=Very; 3=Somewhat; 2=Not very; 1=Not at all

1. To what extent does your organizational leadership consider the Web to be integral to your organizational activities?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

2. To what extent do employees at all levels of your organization consider the Web to be integral to organizational activities?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

3. To what extent does your organization coordinate Web infrastructure, content, and other Web activities?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

4. To what extent is your organization's Web strategy aligned with the organizational mission?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

5. To what extent do you involve all stakeholders (executives, IT developers, content providers, customers) in the development of new Web functionality?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

6. To what extent does your organization ensure that Web activities fit within the IT Enterprise Architecture?

- ☐ Completely
- ☐ Mostly
- ☐ Somewhat
- ☐ Little
- ☐ Not at all

AVERAGES

Answer E I D

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7. To what extent does your organization control new Web development?

___ Completely

___ Mostly

___ Somewhat

___ Little

___ Not at all

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8. To what extent does your organization's Web presence use a consistent page design?

___ Completely

___ Mostly

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9. What processes does your organization use to approve new Web content?

Text and images:

___ Peer review

___ Supervisory review and approval

___ Executive management approval

___ Other

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Federated editorial process

10. What processes does your organization use to verify the integrity and validity of content over time?

___ Ad-hoc content review by individual content owners

Review by individual content owners based on content type (for example, news more often than science)

___ Periodic review by central manager based on content type (for example, news more often than science)

___ Automated review using content management software rules and tools

___ Other

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Annual audit with management accountability for content

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13. How does your organization ensure easy Web navigation as the Website changes?

- Ad hoc process
- Ongoing evaluation as content evolves
- Periodic redesign of navigation as content evolves
- Enterprise information architecture allows new content without complicating navigation

Other

14. How does your organization optimize the effectiveness of your search tool?

- Keywords from standardized taxonomy
- Careful data management for information records
- Careful use of metatags
- Development of an in-house search tool
- Contract for commercial search engine
- Other _____

15. To what extent does your organization lean toward a geographically centralized Web infrastructure?

- ☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

16. To what extent does your organization standardize on one Web hardware and software platform?

Hardware:

- ☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

Software:

- ☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

17. How well staffed are your Web activities?

- ☐ Very well staffed
- ☐ Adequately staffed
- ☐ Unevenly staffed
- ☐ Poorly staffed

18. To what extent is your organization's Web staff adequately trained?

- ☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

19. To what extent are your Web staff positions appropriately classified and at the appropriate grade for the work they do?

- ☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

[illegible]

72.0	80.0	61.0
4.2	4.7	3.6 Weighted
4.1	4.7	3.6 unweighted
74.0	92.0	67.0
3.7	4.6	3.4 Weighted
3.8	4.6	3.2 unweighted

20. To what extent does your organization adequately reward Web staff for good performance?

☐ Completely
☐ Mostly
☐ Somewhat
☐ Little
☐ Not at all

21. What Web activities does your organization outsource?

Human resources:

- ☐ None
- ☐ Content design and development
- ☐ Content management
- ☐ Data and information management
- ☐ IT operations and maintenance
- ☐ Customer service
- ☐ Help desk
- ☐ Project management

___ All _____

___ Other _____

IT resources:

- ☐ None
- ☐ Networks
- ☐ Servers
- ☐ Databases
- ☐ Telephony
- ☐ Other _____

22. How well funded are your Web activities?

☐ Very well funded
☐ Adequately funded
☐ Unevenly funded
☐ Poorly funded
☐ Other _____

23. How are Web activities accounted for in your organization's budget?

- ___ Overhead
- ___ Web activities line item
- ___ Cost-recovery
- ___ Part of core mission activities
- ___ Contract cost
- ___ Combination of the above
- ___ Other _____

24. How does your organization identify the kinds of customers you serve on the Web?

- ☐ Cookies
- ☐ Customer registries
- ☐ Customer feedback
- ☐ Customer surveys
- ☐ Other

M	4	5	5	4
CD		4	3	3
D		4	5	2
IT		5	5	3
NW		4	3	3
S		4	3	3
D		4	3	3
A		3	5	5
E		I	D	
W		4	3	3
CC		4	3	3
CF		5	5	3
CS		5	5	3

M	4	4	4	4
CD		5	3	2
IT		5	3	2
O		5	3	2
Q&A knowledge base				
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E		I	D	
C		3	4	4
CR		4	3	3
CF		5	5	2
CS		5	5	2

S	3	2	4	5
CD		4	5	3
CM		3	4	4
IT		5	5	3
HD		3	4	5
PM		4	5	5
NW		5	5	5
S		5	5	5
D		5	5	5
U		3	5	5
E		I	D	
C		4	5	5
CR		3	3	2
CF		3	4	4
CS		4	5	3

M	4	3	4	4
CD				
IT				
O		5	3	3
Frequently asked questions				
N				

111	111.17	76.333
4.1	4.1	2.8 Weighted

4.0 4.1 2.8 unweighted

54.5	49	45
4.2	3.8	3.5 Weighted

4.2 3.8 3.4 unweighted

44	50	46
3.7	4.2	3.8 Weighted

3.5 4.1 3.8 unweighted

96	104	69
4.2	4.5	3.0 Weighted

4.1 4.5 3.1 unweighted

25. To what extent does your organization translate Web analytics or customer feedback into improvements to your Websites?

___ Completely

___ Mostly

___ Somewhat

___ Little

___ Not at all

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26. How does your organization measure Web customer satisfaction?

___ Web-based pop-up surveys

___ Written or email customer surveys

___ Customer focus groups

___ Customer feedback from "contact us" on Websites

___ Customer mail

___ Face-to-face contact with customers at special events

___ Other

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29. What are the key steps organizations need to take to reach your level of maturity in Web management?

Commitment from the top. Resources. The right people in the right jobs. Passion to serve citizens via the web. Bosses who let web managers do their jobs.	1. Develop web content and web design standards. 2. Involve content providers and upper management in standards development. 3. Enforce those standards. 4. Follow industry best practices for Web design and usability. 5. Involve content providers in the web design process. 6. Be customer centric.	Engage your senior leadership in how the Web works for that Agency. Involve the staff in shaping how the work is done. E.g. how to implement the vision. Engage external users to define how they want to interact with the Agency via the Web. Continually use feedback to improve the Web site. Continue to educate yourself on the state of the Web and best practices in the field.	Top management support. Web Management Team with strong web skills and track record of success in managing websites. Provide adequate funding. Audience. Know who visits the website, find out what they're looking for & give it to them.	We probably haven't reached maturity, but we're in grad school! Get senior management's commitment to improve the site and support for centralized management of the site; hire the best web design expert you can afford to provide the foundation and the details; give programs the responsibility for their content, but give one office overall oversight and ultimate control; have a minimum number of program "editors" from whom you will accept content; be collaborative in developing all aspects of the site, but make decisions that are in the best interests of the site; devote adequate agency resources (people as well as money); recognize that creating AND maintaining a quality website requires ongoing work from a lot of people and is a multi-year process. GSA is about mid-way in the process to revamp the agency's web presence. We began with the portal and that work is ongoing. We have taken on the larger task of GSA's total web presence and are working to bring as much content onto the portal as is feasible.	Predictable funding; continued executive leadership and recognition of the portal as a priority; strategic planning of the web presence, buy-in from major content stakeholders, broadened training; incorporation of new technologies and always producing new content.	Management and employee understanding of how the web/Internet can serve the mission the agency. Management understanding of how IT resources are best managed is also a key step.	Building executive support is the most crucial element. After that, you must ensure adequate resources, including a full-time staff. Involving stakeholders is essential, and agencies should strive to keep up with advancing technology. Finally, frequent communication with, and feedback from citizens is essential.	1. Understand the importance of the Internet. 2. Develop a vision that aligns with organizational objectives. 3. Hire the right people and manage them effectively.

1) Achieve high level support in your organization for your web presence. 2) Define the purpose of the website, know your customers and their information needs, and know what you have to offer them. 3) Ensure that the website is fully integrated into day-to-day business processes of the organization and reflects the organization's corporate identity. Educate staff that the web is a primary tool to achieve the agency's mission. 4) Develop performance measures and goals: a) customer satisfaction, b) usability, c) accessibility, d) site performance, e) quality, accuracy, and currency of content, f) compliance with legislation, policies, and agency priorities, g) marketing and reach, h) external validation -- benchmarking, press, awards, etc. 5) Review customer and web analytics to measure how well you're meeting your performance goals and improve the site accordingly. 6) Maintain a web team that focuses on the customers and understands the public's perspective (e.g. customers may not know how the government is organized). Keep your team motivated by tying the 7) Develop clear business rules, workflow and content 8) Partner with other agencies to share knowledge and
